

## **FACILITIES Executive Summary**

### **Charge to the Facilities Committee:**

The Facilities Focus Area Team was charged with creating a vision of what ECC's ideal future facilities might look like by auditing and analyzing the condition of the physical plant, buildings and grounds of the College and matching that to projected needs.

### **Desired Outcome:**

To assure ECC's mission can be met through the effective use of all ECC facilities.

### **How Recommendations link to fulfillment of the Vision, Mission and Core Values**

If ECC is to remain a vibrant force in shaping the future workforce of Western New York its facilities must be attractive, appealing and conducive to the successful development of student skill competencies of all constituent groups. The overall age, condition and suitability of existing facilities makes it more difficult to fulfill ECC's Vision, Mission and Core Values.

### **Focus Area Team Summary List of Recommendations**

1. Build on-campus residencies
2. Build a new, single, multi-purpose campus
3. Create an updated facilities master plan every five years.
4. Institute a systematic maintenance, repair, and renovation (MRR) schedule every three-five years.
5. Conduct feasibility studies for new construction, such as dormitories, public-private partnerships for residency space, athletic facilities, and academic space.
6. Conduct a laboratory audit to determine the redundancy, gaps in service, renovation needs, best fit by campus, and other lab specific issues.
7. Create a 24/7 Campus

### **Resultants International, Inc. Summary List of Recommendations**

1. Create Western New York (Regional) Community College
2. Consider Mission Driven Campuses, each with a distinctive mission and programs of excellence
3. Establish Centers of Excellence at each campus
4. Build mission and programs around the role of a metropolitan college

### **Wendel Duchscherer Summary List of Recommendations**

1. Offer courses at multiple regional venues
2. Continue to have a presence in both urban and suburban locations
3. Create an upgraded Buffalo city presence
4. Retain the current City campus location
5. Downsize North Campus, move athletic fields to South Campus
6. Designate South Campus as a traditional campus with residence halls
7. Provide access to a hotel, restaurant for internships
8. Develop partnerships with school districts to share facilities
9. Sell and relocate Vehicle Tech Center
10. Completely rehabilitate or rebuild North Campus
11. Investigate Western New York migration pattern to determine best location for a North Campus
12. Collaborate or merge with Niagara County Community College
13. Institute an in-depth Scenario Modeling process
14. Create a Master Facilities Plan

## **Focus Area Teams Facilities Recommendation #1**

**The ECC of the future should have On-Campus Residencies.** A vibrant campus life is an important aspect of ECC's future, both for cultural and educational reasons. Dormitories, apartments, or other residence facilities should be strongly considered if market research confirms their viability.

### **JUSTIFICATION**

***On-Campus Residencies.*** A vibrant campus life is an important aspect of ECC's future, both for cultural and educational reasons. Thus, dormitories, apartments, or other residence facilities have to be considered. Ironically, while technology enables increasing amounts of non-campus and off-campus learning, ECC's learning community starts and is nourished from a strong base of on-campus activity. In this regard, building a campus is similar to building a city. Issues such as livability, safety, and transportation infrastructures take their place in campus discussion along with academic and administrative considerations.

#### **Tactical Plan First Steps:**

In concert with Alternative Revenue initiatives, administrative team reviews all land use options and codifies them in a campus master plan (existing and planned). All plans are aligned with academic programs, institutional priorities, opportunities for funding, and individuals responsible.

#### **Community College Model Programs:**

**New York Partnership:** Manhattan Marymount College: State of New York Dormitory Authority sold bonds in December 1999 to generate nearly \$40 million to pay for construction. Narinder Sarin, Chief Project Manager at the Authority, served as the College's representative during construction, with Mehul Dhru as the on-site Authority field representative.

Each suite in the dormitory has two bedrooms, each accommodating two or three students, depending on size. Microwave ovens, 24-hour doorman security, a large laundry room, student rehearsal space and three classrooms are among the amenities. The top floors are private luxury apartments. Developer Bhatia has said there has never been a project like this in Manhattan – a public-private partnership to develop college-owned student housing using tax-exempt bonds issued by a government agency and luxury housing developed with private funds.

There is a similar arrangement at Kinsborough Community College.

**Press Release:** <http://www.dasny.org/dasny/news/2001/010909DASNY.shtml>

#### **Pennsylvania: York, PA and York College**

York College constructed a new, 438-student dormitory complex in the block bounded by Springettsbury Avenue, Pershing Avenue, Jackson Street and Manor Street. The City and York College jointly formed a non-profit corporation to buy

a limited number of existing rental properties in the neighborhood, renovate them, and operate them. The City replaced all of the curb and sidewalk, street trees, and other public facilities on Springettsbury Avenue, Jackson Street, Cottage Place, and all the north-south streets in-between, from Beaver Street to Tyler Run.

Press Release: <http://www.yorkcity.org/econ/college.htm>

**Massachusetts:**

Boston Redevelopment Authority is currently (as of March 2002) defining the partnership to provide dormitories for Boston's college students; independent of the specific college the student attends.

Dormitories recently added at community colleges:

**Florida:**

Central Florida Community College: College Square  
Indian River Community College: The River Hammock  
Lake City Community College: Granger Hall  
Palm Beach Community College: Panther Park

**Mississippi:**

Coahoma Community College is located in Clarksdale, Mississippi  
Hinds Community College

**Iowa:**

Indian Hills Community College, Ottumwa, IA, with an enrollment of about 3,500 students on campuses in Ottumwa, Centerville, and the Ottumwa Industrial Airport. More than 73 percent of the college's students are from the 10 counties that comprise the Indian Hills district, and 90 percent of our students are Iowa residents. Note this college has attempted to blend a one-stop shop with the dormitories: Trustee Hall is a five-floor facility that features a student center, college bookstore, and four floors of dormitory rooms. In addition, college's four other dormitories serve over 500 male and female students.

**Kansas:**

Coffeyville Community College  
Independence Community College (dormitory construction partnership)

**Companies currently engaged in New York residence development with colleges (partial list, with no endorsements implied):**

Century Development, Two Post Oak Central, 1980 Post Oak Blvd., Ste. 1200, Houston, Texas 77056  
William Rawn Associates, 101 Tremont St. Boston, MA.  
Vogel Taylor Engineers LLP, 417 Fifth Avenue, New York, NY 10016-2204  
Larsen Shein Ginsberg + Partners LLP 170 Varick Street, New York, NY 10013  
Hoffman Architects, 500 Fifth Avenue, Suite 830, New York, NY 10110-0899  
Watts Engineers, 3826 Main Street, Buffalo, New York 14226

One of the largest developers of non-traditional college housing is Ambling Companies of Valdosta, Georgia. They construct University Courtyard Apartments for student housing in a apartment like complex. Another large developer is American Campus of Austin Texas. In May of 2000 they were selected to develop the 236 unit, 536-bed Gateway Village community at the University of Buffalo.

## **Focus Area Teams Facilities Recommendation #2**

Constituent groups in the Focus Area Teams recommend that ECC should consider a **New, Single, Multi-purpose Campus** that combines convenience, accessibility, the latest technology, and amenities.

### **JUSTIFICATION**

*Single or Multiple Campuses.*

**Resultants International, Inc. Consultant Commentary:**

The concept of **Single or Multiple Campuses** creates intense discussion that has socio-economic, financial and political dimensions. A single-campus location has both advantages and disadvantages. A new, state-of-the-art facility could provide cutting edge opportunities for students and a boost to the surrounding area but at the same time it could limit access to some student population groups. Transportation could be a significant issue to some population groups, depending on where the facility might be located. The question of how many campuses, location, funding and bonding opportunities, curricular options, and the myriad of other questions should be addressed. While these are questions of institutional moment, they are more broadly defined in terms of the future of the regional area ECC serves. At this time Resultants International, Inc. consulting group cannot recommend the adoption of a single campus concept for ECC. The issue of how many campuses ECC should have and where they should be located is a study unto itself. These issues are to be addressed in a subsequent project designed to create and evaluate extensive, in-depth Scenario Models as a part of the creation of a Master Facilities Plan. Preliminary Scenario Models are located later in this section.

**Tactical Plan First Steps:**

Complete the in-depth Scenario Modeling and Master Facilities Plan.

**Community College Model Programs:**

- a. A review of the top 50 United States metropolitan areas indicates that all of them have a community college strategy that are multi-campus, multi-location, or multi-system. While many metropolitan areas have a primary, campus-based physical presence (e.g. Nashville, TN), the colleges have been moving to make education more accessible to their constituencies through off-

campus sites – some rented, some purchased, some virtual. Importantly, all colleges feature multiple instructional delivery systems.

Here is the list of US Metropolitan Areas, ranked by GDP, an indicator of the economic strength of the area. Note: GDP is a preferred metric to population in this instance, as community colleges are workforce and regionally responsive.

1. New York NY PMSA
2. Los Angeles-Long Beach CA PMSA
3. Chicago IL PMSA
4. Boston MA-NH NECMA
5. Washington DC-MD-VA-WV PMSA
6. Houston TX PMSA
7. Philadelphia PA-NJ PMSA
8. Atlanta GA MSA
9. Dallas TX PMSA
10. Detroit MI PMSA
11. San Jose CA PMSA
12. San Francisco CA PMSA
13. Minneapolis-St. Paul MN-WI MSA
14. Orange County CA PMSA
15. Seattle-Bellevue-Everett WA PMSA
16. Phoenix-Mesa AZ MSA
17. Oakland CA PMSA
18. San Diego CA MSA
19. Denver CO PMSA
20. Nassau-Suffolk NY PMSA
21. Newark NJ PMSA
22. St. Louis MO-IL MSA
23. Baltimore MD PMSA
24. New Haven-Bridgeport-Stamford-Danbury-Waterbury CT NECMA
25. Cleveland-Lorain-Elyria OH PMSA
26. Portland - Vancouver OR-WA PMSA
27. Pittsburgh PA PMSA
28. Tampa-St. Petersburg-Clearwater FL MSA
29. Kansas City MO-KS MSA
30. Miami FL PMSA
31. Charlotte-Gastonia-Rock Hill NC-SC MSA
32. Riverside-San Bernardino CA PMSA
33. Cincinnati OH-KY-IN PMSA
34. Middlesex-Somerset-Hunterdon NJ PMSA
35. Indianapolis IN MSA
36. Columbus OH MSA
37. Bergen-Passaic NJ PMSA
38. Milwaukee-Waukesha WI PMSA
39. Orlando FL MSA
40. Fort Worth-Arlington TX PMSA
41. Sacramento CA PMSA



42. Hartford CT NECMA
43. Austin-San Marcos TX MSA
44. Las Vegas NV-AZ MSA
45. Raleigh-Durham-Chapel Hill NC MSA
46. Norfolk-Virginia Beach-Newport News VA-NC MSA
47. Greensboro--Winston-Salem--High Point NC MSA
48. San Antonio TX MSA
49. Nashville TN MSA
50. Fort Lauderdale FL PMSA
59. Buffalo-Niagara Falls NY MSA

b. According to the US Census Bureau (2000), approximately 7 in 10 Erie County residents travel fewer than 30 minutes to work each day with the actual average being 19.7 minutes. As a rule of thumb, this commuting distance figure is used by college and university planners as an indicator of the 'comfort-zone' distance a commuting student will travel to get from wherever he or she is before class to the class itself. Thus a student at work might find a 30-minute drive to campus acceptable, a student at home might find a 30-minute drive acceptable, even if the drive home from class is a bit longer than 30 minutes.

### **Focus Area Teams Facilities Recommendation #3**

**Create an updated facilities master plan every five years.**

#### **JUSTIFICATION**

The ECC Facilities Master Plan is a collection of projects and ideas that are ever developing and serve as a framework within which other projects are built. Each iteration of the plan identifies a variety of projects that need immediate and long-term attention. Thus, assessments fold into a master plan in an ever-evolving manner so that the college might sustain and expand facilities and resources to meet changing needs and conditions.

#### **Tactical Planning First Steps:**

CAFO responsible to coordinate campus master plan, to be shared widely, that represents a compendium of all capital improvement for ECC over a five year period. Plan would be reviewed and updated every three years.

#### **Community College Model Programs:**

American Association Community Colleges recommends that each college have a process for a facilities plan. One such plan was developed by Austin Community College in Austin, Texas:

The College shall have a Facilities Committee charged to:

- Ensure that all facilities-related Board policies of the Board are implemented fully.

- Review existing, and make recommendations for new, Administrative Rules and procedures regarding Facilities and Operations.
- Review and prioritize annual Facilities Initiatives and Preventative Maintenance projects as part of annual budget development process.
- Assist in development, monitoring, and updating of district-wide Facilities Master Plan that supports the Academic Master Plan.
- Integrate the Technology Master Plan into the Facilities Master Plan.
- Assist in developing and evaluating systems that effectively support in-house maintenance/construction projects.
- Assist in developing and evaluating planning and design systems that effectively support renovation and construction projects.
- Develop communication strategies to keep constituencies apprised of the status of all facilities projects.
- Review and make recommendations for improvements to the Facilities web pages.
- Assist in evaluation of the work order projects tracking system, and make recommendations for improvements.
- Other projects as assigned by the president or CAFO.

Chaffey College in Cucamonga, CA uses an excellent seven-category system to arrange projects for public understanding. Within each category, specific projects are listed by priority, with timelines and other project information included.

#### **Focus Area Teams Facilities Recommendation #4**

**Institute a systematic maintenance, repair, and renovation (MRR) schedule every three-five years.**

##### **Tactical Planning First Steps:**

CAFO responsible to coordinate campus MRR plan, to be shared widely, which represents a compendium all improvements for ECC over a five-year period. Plan would be reviewed and updated every three years.

### **Focus Area Teams Facilities Recommendation #5**

**Conduct feasibility studies for new construction, such as dormitories, public-private partnerships for residency space, athletic facilities, and academic space.**

#### **Tactical Planning First Steps:**

CAFO responsible to coordinate campus new initiatives plan, to be shared widely, that represents a compendium all new initiatives, whether capital, infrastructure or buy/lease or other non-academic institutional commitments for ECC over a five year period. Plan would be reviewed and updated every three years.

### **Focus Area Teams Facilities Recommendation #6**

**Conduct a laboratory audit to determine the redundancy, gaps in service, renovation needs, best fit by campus, and other lab specific issues.**

#### **Tactical Planning First Steps:**

CAFO responsible to coordinate campus laboratory plan, to be shared widely, that represents a compendium all laboratory upgrades and improvements for ECC over a five year period. Plan would be reviewed and updated every three years.

### **Focus Area Teams Facilities Recommendation #7**

**Create a 24/7 Campus for anytime, anywhere access.**

#### **Tactical Planning First Steps:**

This recommendation touches all focus areas but is primarily housed in the Curriculum focus area. With respect to Facilities, when scenario models are created, attention needs to be focused on where the technology hardware and user support should be located.



**Erie Community College Institutional Assessment/Feasibility Study Final Report May 2002**

**Key for  
Impact  
Assessment  
Tables**

Short term = 0-5 years  
Long term = 5-15 years  
Financial = Resource Impact  
Internal = Effect on Faculty, Staff, and Administration  
External = Effect on Students and Community

H = High  
M = Moderate  
L = Low

Facilities Impact Assessment							
SHORT TERM					LONG TERM		
Recommendation	Financial	Internal	External		Financial	Internal	External
1. Dorms, residencies	H	M	H		M	L	H
2. Single campus	H	H	H		H	H	H
3. Facilities master plan	M	H	M		M	H	M
4. MRR schedule	H	M	L		M	M	L
5. Feasibility studies for construction	M	L	L		M	H	M
6. Laboratory audit	L	M	M		L	M	M
7. 24/7 Campus	H	H	H		H	H	H

## Resultants International, Inc. Facilities Recommendation #1

Create Western New York (Regional) Community College, a system of multiple campuses serving the region, with each campus having a distinctive mission and having access to programs offered at the other campuses. This regional college concept could include existing or new campuses in counties other than Erie.

### JUSTIFICATION

With the U.S. Census bureau projecting declining population across the Western New York region, consideration of a regional community college with a possible strategic relationship with Niagara County Community College could provide a foundation for tapping into a significant population for students. The following article Published on Friday, May 5, 2000 © The Buffalo News Inc. provides background and additional support for the concept.

### **BORDERNET TIES SIX CITIES INTO SINGLE TRADE REGION**

It's the fourth largest trade corridor in the world, a region that boasts 9 million people and 30,000 corporations.

Until recently, few game plans for economic growth have positioned Buffalo, Niagara Falls, Toronto, Hamilton, Rochester and Syracuse as a single trade region. But a bi-national coalition that includes several corporate Goliaths is forging a plan to give the "*BorderNet*" region its own identity in hopes of bringing new jobs and investment to a corridor that is comprised of six distinct -- and fiercely independent -- population centers.

"The old way of doing business doesn't work anymore," said Willie Moskowitz, executive director of the Canada-U.S. *BorderNet* Alliance. "To be successful, you have to think regionally, or even better, bi-nationally. European countries have been doing it since the early 1980s."

Conceived in 1994 by Buffalo attorney Lauren D. Racklin, *BorderNet* struggled for five years to move beyond the embryonic stage. Nine months ago, the not-for-profit initiative hired its first executive director.

Within the next few weeks, *BorderNet* directors are expected to announce their first round of priority projects -- initiatives that will aim to promote trade, tourism and investment in a 25,000-square-mile region that stretches into the Southern Tier, as far north as Toronto and as far west as Syracuse.

One likely project will be the creation of a first-of-a-kind database for site selectors, CEOs and entrepreneurs. The system would use a standard format across all jurisdictions to provide detailed data on trade, demographics, quality of life and other variables that are important to businesses. Future projects might include joint tourism initiatives, sponsorship of venture capital shows and annual economic development summits that would bring together CEOs from the region's largest corporations.

But far more modest collaboration schemes have been plagued by uphill struggles, including efforts in the Buffalo area to bring more cohesion to a fragmented economic development landscape. Is it realistic to expect that six metropolitan areas located in two countries, each having different demographics and economic challenges, will embrace a common agenda?

"We heard some skepticism in the early stages," Moskowitz conceded. "But when people realized that we're not trying to replicate any existing efforts and that we recognize the importance of protecting individual identities within our larger framework, they enthusiastically embraced the concept."

**BorderNet's** power structure includes executives from AT&T Canada Corp., Niagara Mohawk Power Corp., PricewaterhouseCoopers and Welch Allyn. Paul Ciminelli, president of the Amherst-based Ciminelli Development Co. Inc. is a director, as is Greg Willmott, vice president of HSBC Bank Canada in Hamilton, Ont.

Willmott has been involved in the alliance for two years and said he's pleased that the effort has recently moved beyond the conceptual stage.

Willmott and others had initial concerns that the largest regions might stand to gain more from any collaborative arrangement.

"With Toronto being so large, there was some early discussion that perhaps the weak sisters might not get their fair share," Willmott said. "But we all have to focus on one reality: decisions about where to invest are driven by the investors, not by localities."

Willmott said that with HSBC having a strong presence in both countries, the alliance makes good business sense.

Moskowitz stressed that **BorderNet's** mission to create new wealth across the trade corridor is compatible with the goals that are being advanced by Buffalo Niagara Enterprise, a five-year, \$27 million regional marketing initiative that is being spearheaded by the private sector. Moskowitz recently met with BNE President Thomas A. Kucharski to outline the bi-national effort.

"**BorderNet** is not here to interfere with any activities that are already occurring the marketplace," he said. "We want to help to foster new joint-ventures, technology transfer arrangements and import-export opportunities."

Ciminelli, who is actively involved in both BNE and **BorderNet**, said he believes the initiatives complement one another. Ciminelli said Buffalo could reap significant benefits if officials genuinely embrace the concept of regional marketing.

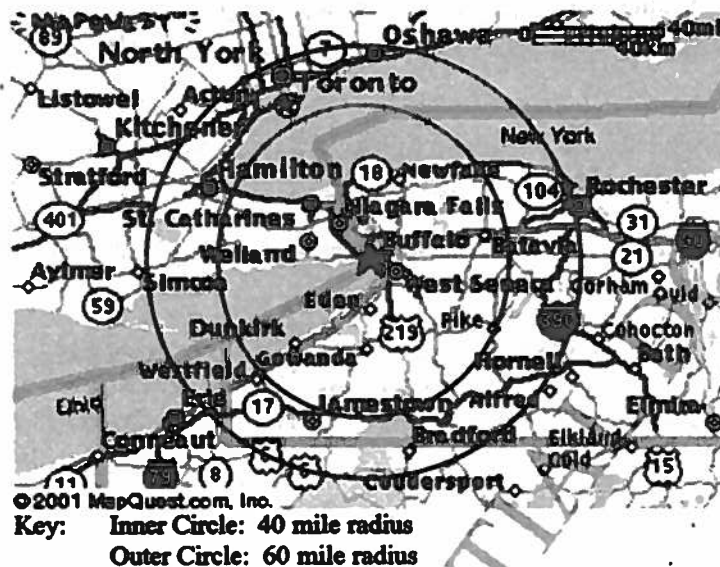
"When you start marketing yourself as the fourth-largest population center in North America, you suddenly realize the enormous potential you have as an economic engine," Ciminelli said.

**BorderNet** has a \$250,000 budget, funded with grants from the John R. Oishei Foundation and the Margaret L. Wendt Foundation, as well as contributions from alliance members. As the effort matures, Moskowitz said organizers will reach out to top elected officials in each of the six major population centers.

"We want to create a political voice to help advance border activity. With such a cogent voice, we think we could get the ear of Washington," he said.

SHARON CANTILLON/Bufalo News  
Willie Moskowitz, executive director of the Canada-U.S. BorderNet Alliance.

Western New York and Southern Ontario, potential service area for a regional college.



#### **Tactical Planning First Steps:**

ECC President and Board explore strategic relationships with area community colleges, including Niagara County Community College, Niagara College in Welland, Ontario and Mohawk College of Applied Arts and Technology in Hamilton, Ontario to identify possible strategic partnering relationships.

#### **Resultants International, Inc. Facilities Recommendation #2**

Consider **Mission-Driven Campuses**, each with distinctive, primary purposes; South Campus serving a more traditional residential-academic population, North Campus serving a more technical, part-time population, City Campus serving the business and government community, and a 'Virtual Campus' for non-traditional learning via the Internet.

#### **JUSTIFICATION**

Overlapping curricula increases costs. Designating each campus to serve a primary purpose provides opportunities to eliminate duplication while at the same time

strengthen core program offerings. Mission-Driven Campuses allows each campus to have its own identity that can be leveraged for marketing purposes.

Course offerings can be provided at all ECC sites for a given program, if there is sufficient demand, but the offering of all academic programs should be carefully coordinated.

**Tactical Planning First Steps:**

Following the curricular audit and regional curricular planning process outlined in the Curriculum Recommendations section, the VPAA establishes committee to determine viability and primary purpose for each campus location.

**Resultants International, Inc. Facilities Recommendation #3**

**Establish Centers of Excellence** at each campus, with distance learning options for students at each campus for small groups of students taking a given class (5-15), with home campus assigning faculty/adjuncts for large groups (15+), and students attending home campus if no critical mass available.

**JUSTIFICATION**

As an example, according to the CLARUS Report, ECC should *Create A Hospitality Center of Excellence*. Given the scope of offerings in the culinary program, hotel technology program and the food service administration, the College should consider developing a Center Of Excellence in Hospitality and marketing the Center. The programming for the Center should add certificate options to the current programming to entice adults who are looking for quick upgrades. The Center would also be used to develop additional programming for continuing education and increase the number of noncredit offerings in the area. While the majority of the positions forecasted in the hospitality industry are of low pay and low skill, the management positions are also expected to increase, and there are high paying positions available in the future in management and administration in hospitality.

**Tactical Planning First Steps:**

Assess the viability of creating additional centers of excellence for high demand areas and/or areas where job growth is expected to expand in the next 10 years. Conduct cost-analysis for courses, project increases in enrollment and conduct market research to test assumptions.<sup>1</sup>

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<sup>1</sup> See ADDENDUM page xxv for detailed list of Buffalo-Niagara Metropolitan Area Non-Farm Jobs Expected to Grow in Next 10 Years.

## **Resultants International, Inc. Facilities Recommendation #4**

**Build mission and programs around the role of a metropolitan, regional college.**

### **JUSTIFICATION**

According to Dr. Ernest Lynton, in his work Metropolitan Universities, focusing on being a regional institution requires attention to the following three dimensions:

1. Be responsive to the initial and continuing instructional needs of the regional population in all of its diversity;
2. Focus ... professional schools on the preparation and continuing education of effective and well educated practitioners working in the region; and
3. Be a major intellectual resource for its region beyond the provision of structured instruction by means of a range of outreach activities such as technical assistance, policy analysis, technology transfer, public information, and the like.

(This document can be viewed in its entirety at the following site, [http://www.nerche.org/WP8\\_DOC.pdf](http://www.nerche.org/WP8_DOC.pdf)), and in APPENDIX Volume II Section 3 Part 6 located at ECC.

### **Tactical Planning First Steps:**

If ECC commits to becoming a regional community college, put in place process to address and measure the three dimensions listed above to constantly be evolving in anticipation of the needs of the region.

## **Wendel Duchscherer Facilities Recommendation #1**

It is our specific recommendation that ECC continue to offer courses at multiple, regional venues that include a combination of campuses and satellite centers. Planning for space acquisition should assume that some venues might change as population and employment centers shift. This does not preclude developing a new campus or conducting services in new ways. The number and location of venues is both a marketing and service delivery issue.

## **Wendel Duchscherer Facilities Recommendation #2**

Given the status of public transportation, and the preference of students to commute fewer than 30 minutes, commitment to serve a regional student population requires a continued presence in urban and suburban locations.

## **Wendel Duchscherer Facilities Recommendation #3**

Discussion of a single-campus vs. multiple campus models are premature, until a decision is made as to whether ECC is to serve a regional, Western New York or a



more Buffalo-based constituency. The consultants find that an **upgraded Buffalo city presence** is important regardless of the decision, as it benefits Buffalo and provides a cornerstone for the entire regional community college system, however defined. If the long-term vision is regional, it becomes more important to have a physical presence in various areas, either in campus form, buildings or leased space.

#### **Wendel Duchscherer Facilities Recommendation #4**

For the study timeframe and beyond, legal obligations through 2009 and real estate market forces will likely result in the **continued occupancy of existing City Campus venues.**

#### **Wendel Duchscherer Facilities Recommendation #5**

If a mission-driven campus model is adopted, the space needs at **North Campus** could be downsized and athletic fields could be moved to the **South Campus**. This would free approximately 70 acres at the North Campus for alternative use. If this course is followed, it is our recommendation that **local residents, business and community representatives** be involved in those alternative use decisions. This applies to all campus and/or satellite locations.

#### **Wendel Duchscherer Facilities Recommendation #6**

If the **South Campus** is designated to serve as a more traditional college campus for full-time students, we recommend that **residence halls or other forms of student housing** be built to accommodate the needs of these students.

#### **Wendel Duchscherer Facilities Recommendation #7**

Wherever a program for training a workforce for hotel, restaurant and tourism is housed a **hotel and restaurant should be available** as a 'training site' for hotel and restaurant management and a source of alternative revenue.

#### **Wendel Duchscherer Facilities Recommendation #8**

A partnership with adjoining school districts, like Orchard Park, to construct and/or share athletic and academic facilities on the **South Campus** should be explored. This might include leasing or selling a portion of the campus for school district expansion or consolidation of schools.

#### **Wendel Duchscherer Facilities Recommendation #9**

The current **Vehicle Tech Center** site should be sold and relocated as a joint partnership with auto dealers in the area. This could be at South, North or an alternate site adjacent to an auto dealer location itself.

### **Wendel Duchscherer Facilities Recommendation #10**

If the North Campus is to remain viable through and beyond 2015, whether all or only part of the existing land is utilized as a campus, a complete rehabilitation or new build of the facilities will be required.<sup>2</sup>

### **Wendel Duchscherer Facilities Recommendation #11**

Given the significant changes in demographics and land values and uses in Western New York, any decision to reinvest capital in the North Campus must include an analysis of the following:

- The North Campus was initially built in a rural setting. Rebuilding a complete campus in what is now a dynamic commercial area would need to be validated as to campus goals and mission.
- A new campus, of whatever scale, that would serve a regional population should include consideration of the migration of the geographic population center to determine the most appropriate location.

### **Wendel Duchscherer Facilities Recommendation #12**

Any consideration of new venues whether for campuses or satellite locations should include the possibility of a collaboration or merger with Niagara County Community College either as a strategic partner or as a part of a plan for a regional community college, i.e. Western New York Community College.

### **Wendel Duchscherer Facilities Recommendation #13**

Our recommendation for the next step required in this process is the creation of in-depth Scenario Models to explore single, multiple and satellite campus configurations.

### **Wendel Duchscherer Facilities Recommendation #14**

Our recommendation is that a detailed Master Facilities Plan should be completed in the next 24-36 months and updated every 5 years.

<sup>2</sup> For cost estimates for Rehabilitation see page xxiii of the ADDENDUM.

## **Justification For The Wendel Duchscherer Facilities Recommendations**

### **Analysis of Existing Campus Situation**

In terms of the existing campuses, the following issues have been identified as central to any discussion of a future master plan.<sup>3</sup>

#### **Multiple Campuses**

Erie County's legacy of a three-campus community college is not unique. According to the American Association of Community Colleges, of the approximately 1200 colleges that offer 2-year degrees they break down as follows:

- 10.4% are colleges within a community college district (institutions that are separately regionally accredited and fall under the governance of a district office)
- 21.5% are main campuses of a multi campus college (institutions with more than one campus, but all share one regional accreditation)
- 62.4% are single institutions (one campus and one regional accreditation)
- 2.7% are 2-year branch campuses of 4yr colleges/universities (that do not have a separate regional accreditation)
- 3.0% are 2-year branch campuses of 4yr colleges/universities (that are separately regionally accredited)<sup>4</sup>

Of the 30 New York State public community colleges:

- 7 are multi-campus; 25.8%
- 11 have one campus plus at least one center; 35.4%
- 12 have one campus only. 38.7%

(See Addendum for List of New York State public community colleges and their number of campuses.)

One multi-campus example that is similar to ECC is Allegheny Community College serving Pittsburgh, PA (See Map 3 in ADDENDUM page xxii) with four campuses and seven additional learning centers. A number of issues that rose in the Institutional Assessment; duplication of programs and facilities, facility utilization, are directly related to Erie County's multiple campus approach.

<sup>3</sup> Additional details and data are located in Appendix Volume II Section 3 Part 6: Facilities that is located in the Office of the President.

<sup>4</sup> American Association of Community Colleges, One Dupont Circle, Washington, DC [www.aacc.nche.edu](http://www.aacc.nche.edu)

According to the American Association of Community Colleges<sup>5</sup>, multiple venues for post secondary institutions are both an established fact and a growing trend. Relative to facilities, four-year and two-year institutions compete for local students in many ways with the two most important being:

1. the quality of the physical environment provided to the student, and
2. the convenience of those facilities to the student's home or place of work.

Other research has indicated that one of the top 5 reasons for community college success is the physical location.<sup>6</sup>

This is especially true in Western New York. According to Dr. Kathy Swanson, President of the CLARUS Corporation, "Our research shows that ECC students want to commute less than 30 minutes. Also, since the events of September 11, 2001, our research indicates that people are even less likely to commute long distances. If ECC were to have one campus located in downtown Buffalo, we estimate that over 50% of the current student population would not attend". According to the U.S. Census Bureau, the average commute to work in Western New York is 19.7 minutes.<sup>7</sup> As a rule of thumb, college and university planners use commuting distance figures as an indicator of the 'comfort-zone' distance a commuting student will travel to get from wherever he or she is to the class itself.

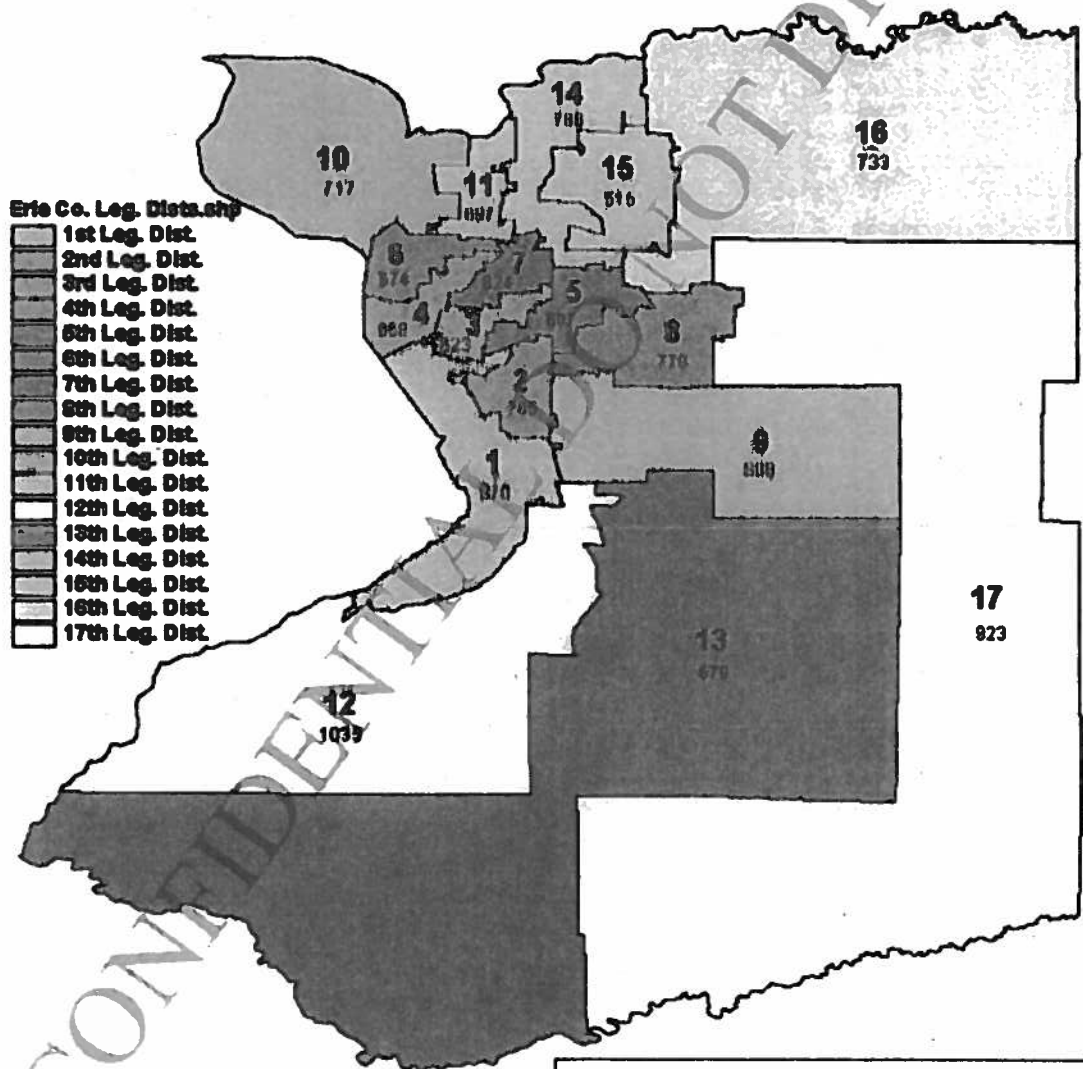
On the following pages are maps showing the population distribution of ECC student by legislative district, overall by each of the three campuses, and four maps by programs.

<sup>5</sup> American Association of Community Colleges, One Dupont Circle, Washington, DC [www.aacc.nche.edu](http://www.aacc.nche.edu)

<sup>6</sup> *Developing the World's Best Workforce: An Agenda for America's Community Colleges*, Zeiss, T. and Associates, Community College Press, 1997

<sup>7</sup> U.S. Census 2000 Demographics of Western New York

## ECC STUDENTS PER ERIE COUNTY LEGISLATIVE DISTRICT 2000-2001



CREATED BY ECC GIS CERTIFICATE PROGRAM  
MARCH 12, 2001





# ECC STUDENTS BY CAMPUS 2000-2001



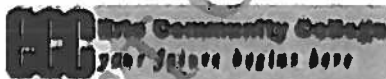
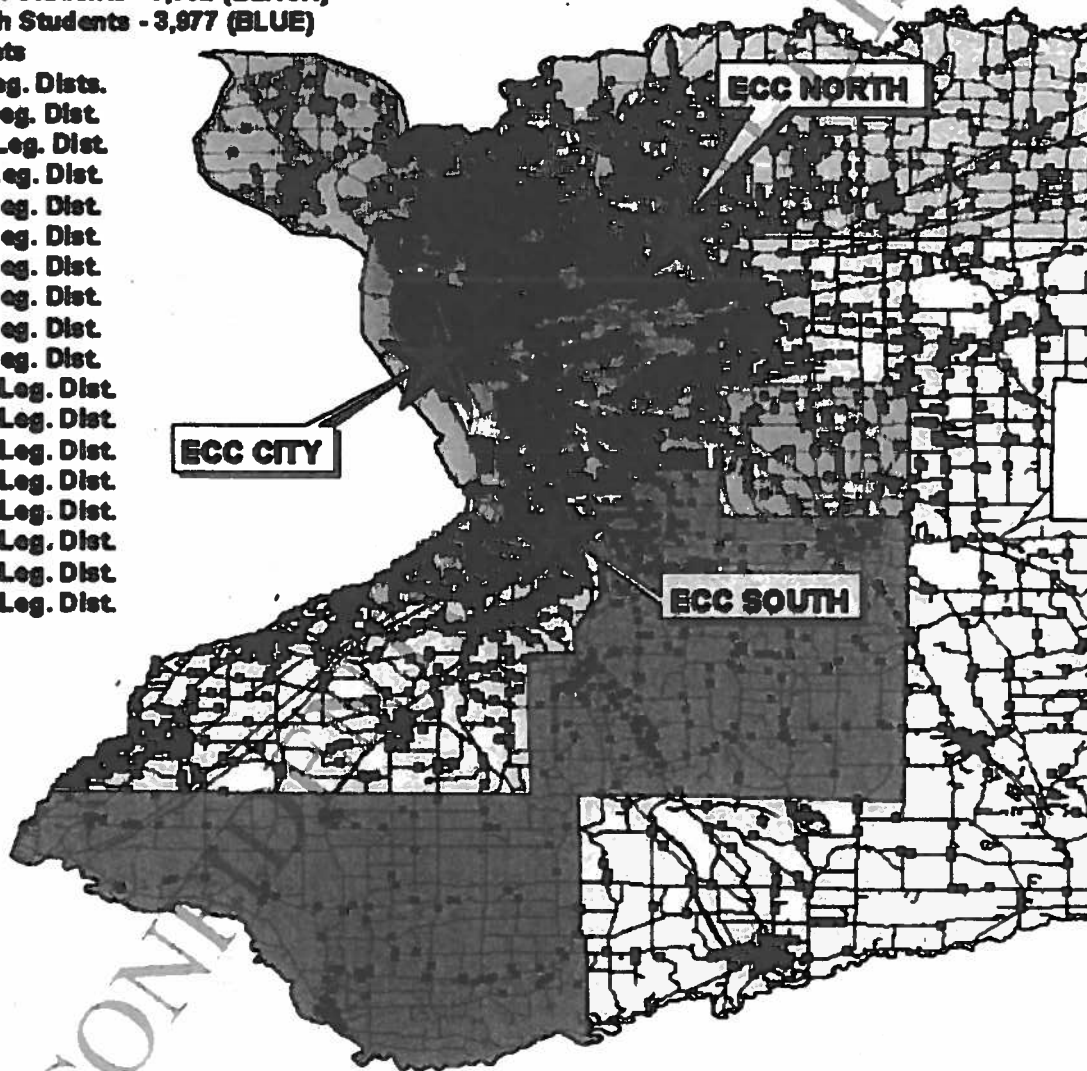
Campuses

## StudentsByStreet

- City Students - 3,020 (RED)
- North Students - 8,032 (BLACK)
- South Students - 3,977 (BLUE)

## Streets

- Erie Co. Leg. Dists.
- 1st Leg. Dist.
  - 2nd Leg. Dist.
  - 3rd Leg. Dist.
  - 4th Leg. Dist.
  - 5th Leg. Dist.
  - 6th Leg. Dist.
  - 7th Leg. Dist.
  - 8th Leg. Dist.
  - 9th Leg. Dist.
  - 10th Leg. Dist.
  - 11th Leg. Dist.
  - 12th Leg. Dist.
  - 13th Leg. Dist.
  - 14th Leg. Dist.
  - 15th Leg. Dist.
  - 16th Leg. Dist.
  - 17th Leg. Dist.



CREATED BY ECC GIS CERTIFICATE PROGRAM  
MARCH 12, 2001

**TOTAL STUDENTS = 13,029**



## BUSINESS & PUBLIC SERVICE STUDENTS BY CAMPUS SPRING 2002



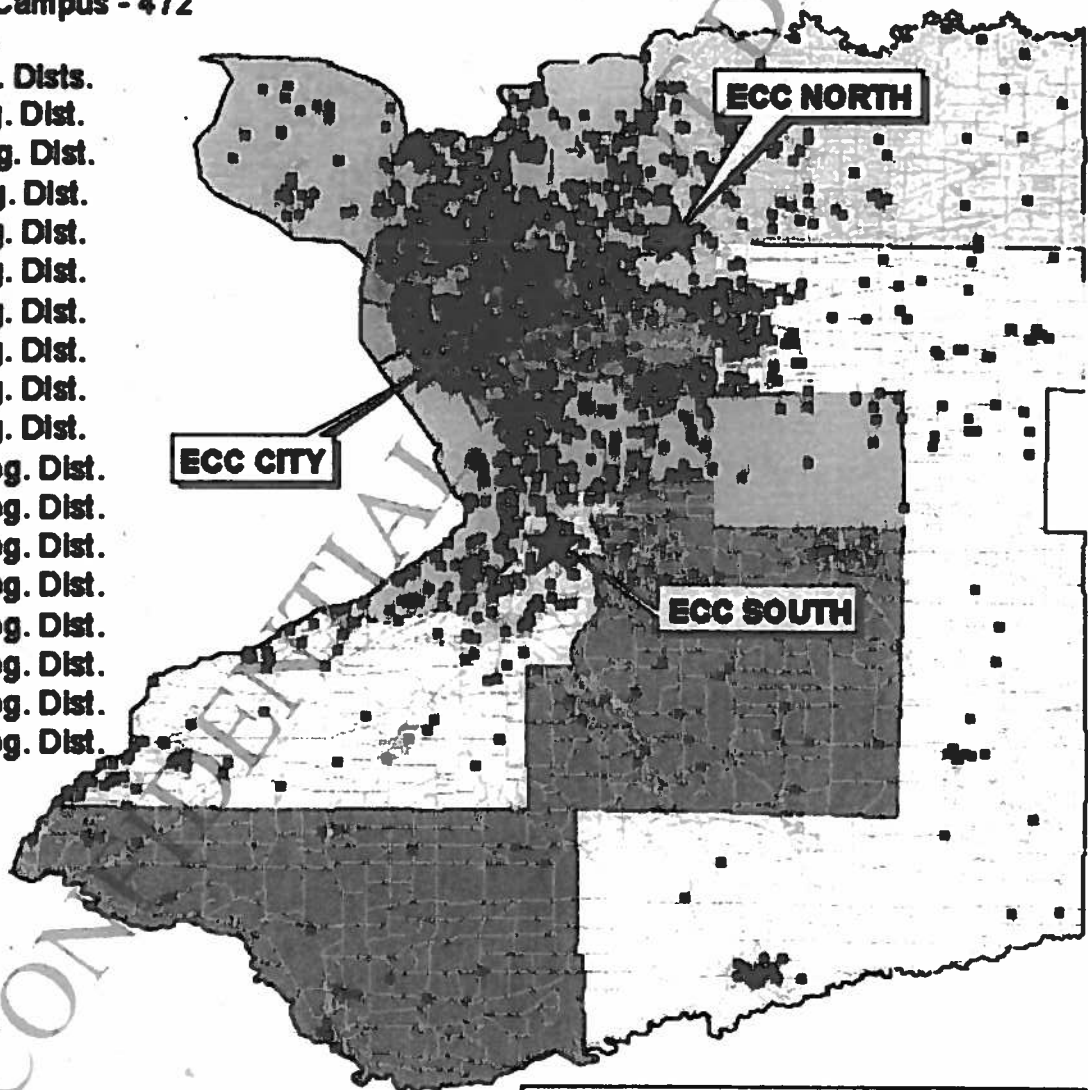
### Business Students 2002

- City Campus - 847
- North Campus - 1,137
- South Campus - 472

### Streets

### Erie Co. Leg. Dists.

- 1st Leg. Dist.
- 2nd Leg. Dist.
- 3rd Leg. Dist.
- 4th Leg. Dist.
- 5th Leg. Dist.
- 6th Leg. Dist.
- 7th Leg. Dist.
- 8th Leg. Dist.
- 9th Leg. Dist.
- 10th Leg. Dist.
- 11th Leg. Dist.
- 12th Leg. Dist.
- 13th Leg. Dist.
- 14th Leg. Dist.
- 15th Leg. Dist.
- 16th Leg. Dist.
- 17th Leg. Dist.



CREATED BY ECC GIS CERTIFICATE PROGRAM  
APRIL 23, 2002; M. COURNEEN  
COURNEEN@ECC.EDU 716-270-2976

TOTAL BUSINESS STUDENTS = 2,456  
Curriculum Codes Mapped: 572, 575, 578,  
581, 606, 609, 625, 632, 637, 639, 640,  
641, 671 and 691



# LIBERAL ARTS STUDENTS BY CAMPUS SPRING 2002



Campuses

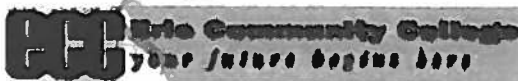
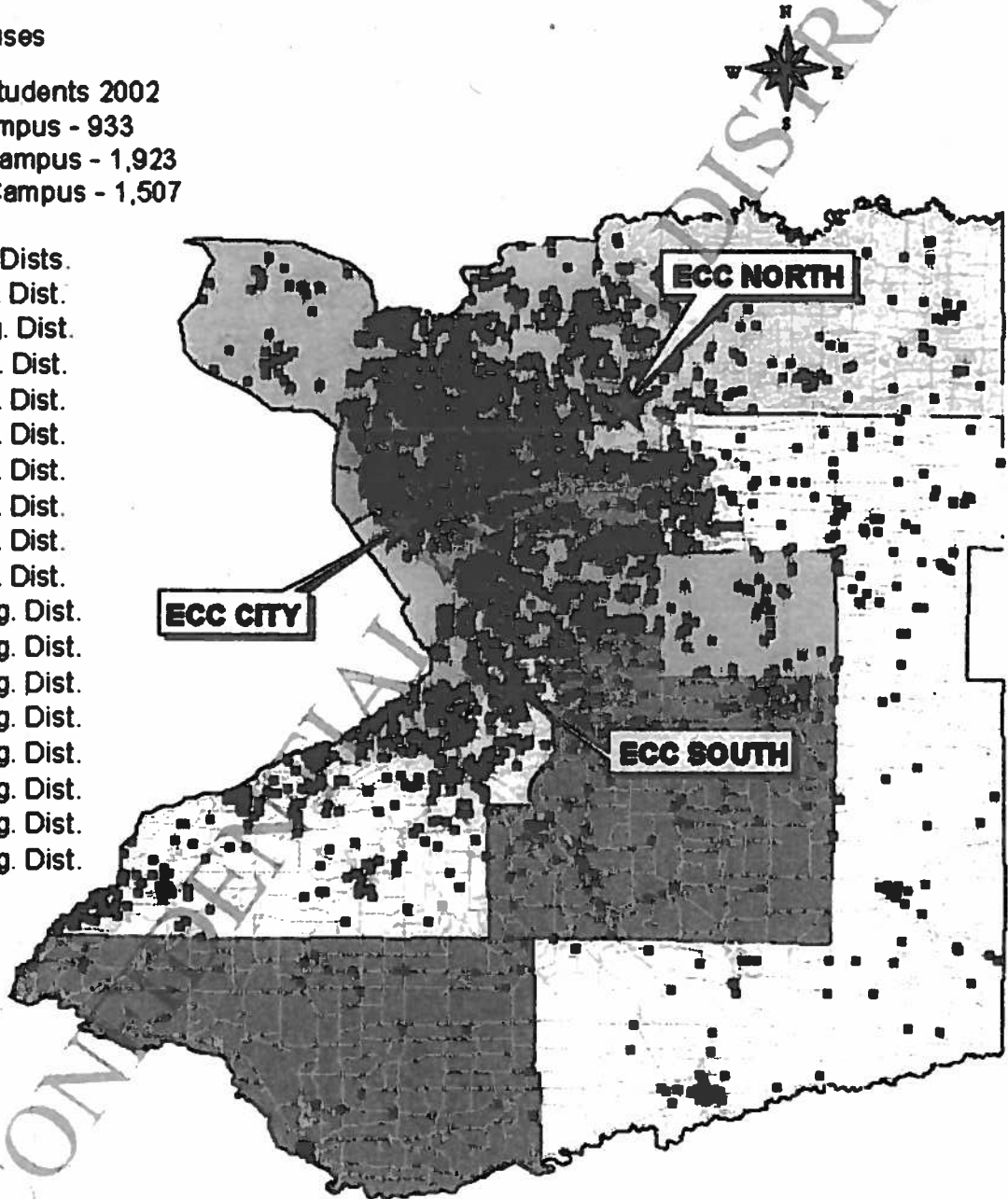
## Liberal Arts Students 2002

- City Campus - 933
- North Campus - 1,923
- South Campus - 1,507

## Streets

### Erie Co. Leg. Dists.

- 1st Leg. Dist.
- 2nd Leg. Dist.
- 3rd Leg. Dist.
- 4th Leg. Dist.
- 5th Leg. Dist.
- 6th Leg. Dist.
- 7th Leg. Dist.
- 8th Leg. Dist.
- 9th Leg. Dist.
- 10th Leg. Dist.
- 11th Leg. Dist.
- 12th Leg. Dist.
- 13th Leg. Dist.
- 14th Leg. Dist.
- 15th Leg. Dist.
- 16th Leg. Dist.
- 17th Leg. Dist.



CREATED BY ECC GIS CERTIFICATE PROGRAM  
APRIL 23, 2002; M. COURNEEN  
COURNEEN@ECC.EDU 716-270-2976

TOTAL LIBERAL ARTS STUDENTS = 4,363  
Curriculum Codes Mapped: 201, 212, 220, 221,  
250, 501, 532, 1007, 1008, 1166, 1455,  
1456, 1457





## ALLIED HEALTH STUDENTS BY CAMPUS SPRING 2002

### ★ Campuses

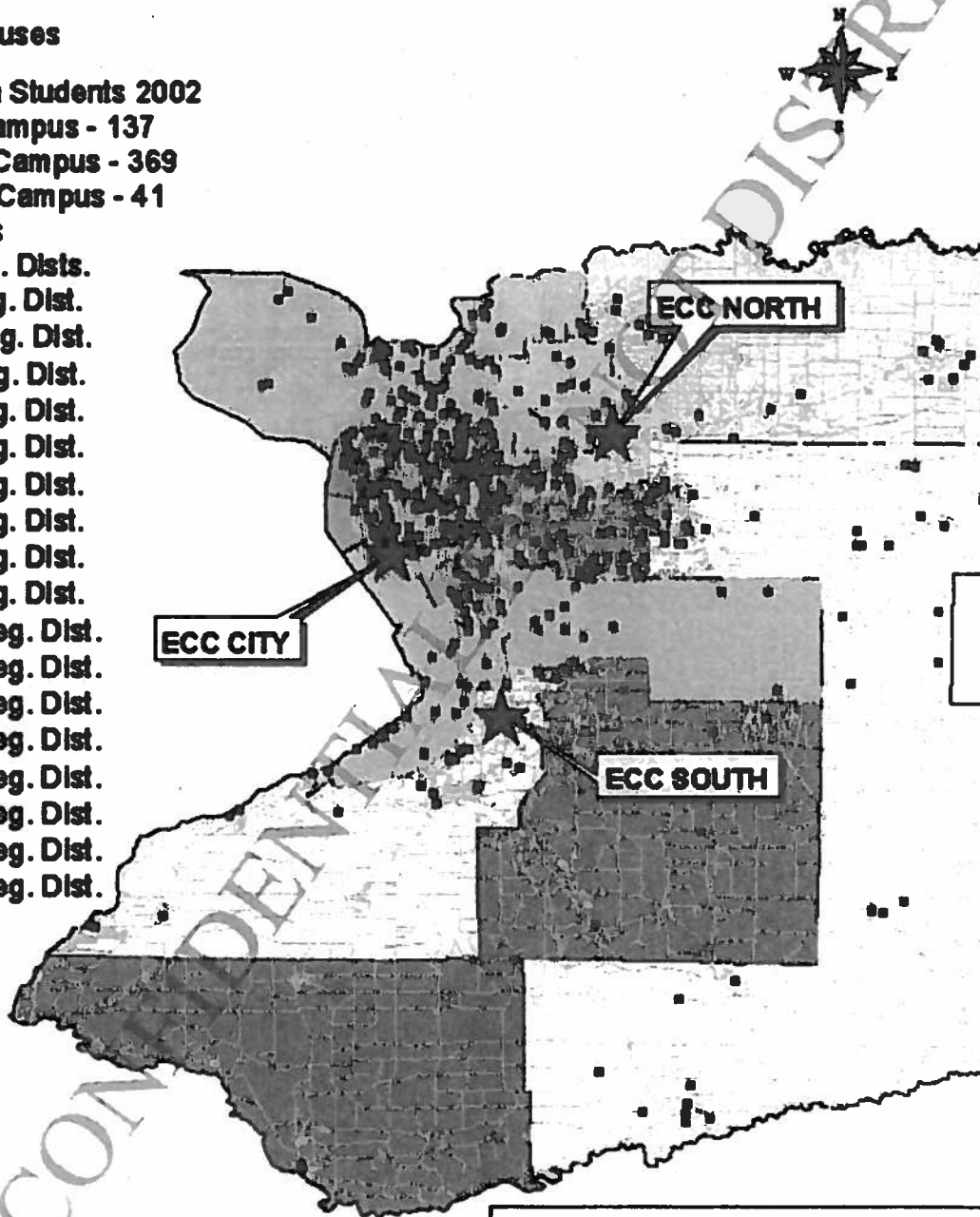
#### Allied Health Students 2002

- City Campus - 137
- North Campus - 369
- South Campus - 41

#### Streets

#### Erie Co. Leg. Dists.

- 1st Leg. Dist.
- 2nd Leg. Dist.
- 3rd Leg. Dist.
- 4th Leg. Dist.
- 5th Leg. Dist.
- 6th Leg. Dist.
- 7th Leg. Dist.
- 8th Leg. Dist.
- 9th Leg. Dist.
- 10th Leg. Dist.
- 11th Leg. Dist.
- 12th Leg. Dist.
- 13th Leg. Dist.
- 14th Leg. Dist.
- 15th Leg. Dist.
- 16th Leg. Dist.
- 17th Leg. Dist.



CREATED BY ECC GIS CERTIFICATE PROGRAM  
APRIL 23, 2002; M. COURNEEN  
COURNEEN@ECC.EDU 716-270-2976

TOTAL ALLIED HEALTH STUDENTS = 547  
Curriculum Codes Mapped: 545, 541, 547,  
549, 573, 600, 602, 622, 623, 655, 665,  
669 and 1117



## ENGINEERING & TECHNOLOGIES STUDENTS BY CAMPUS SPRING 2002



Campuses

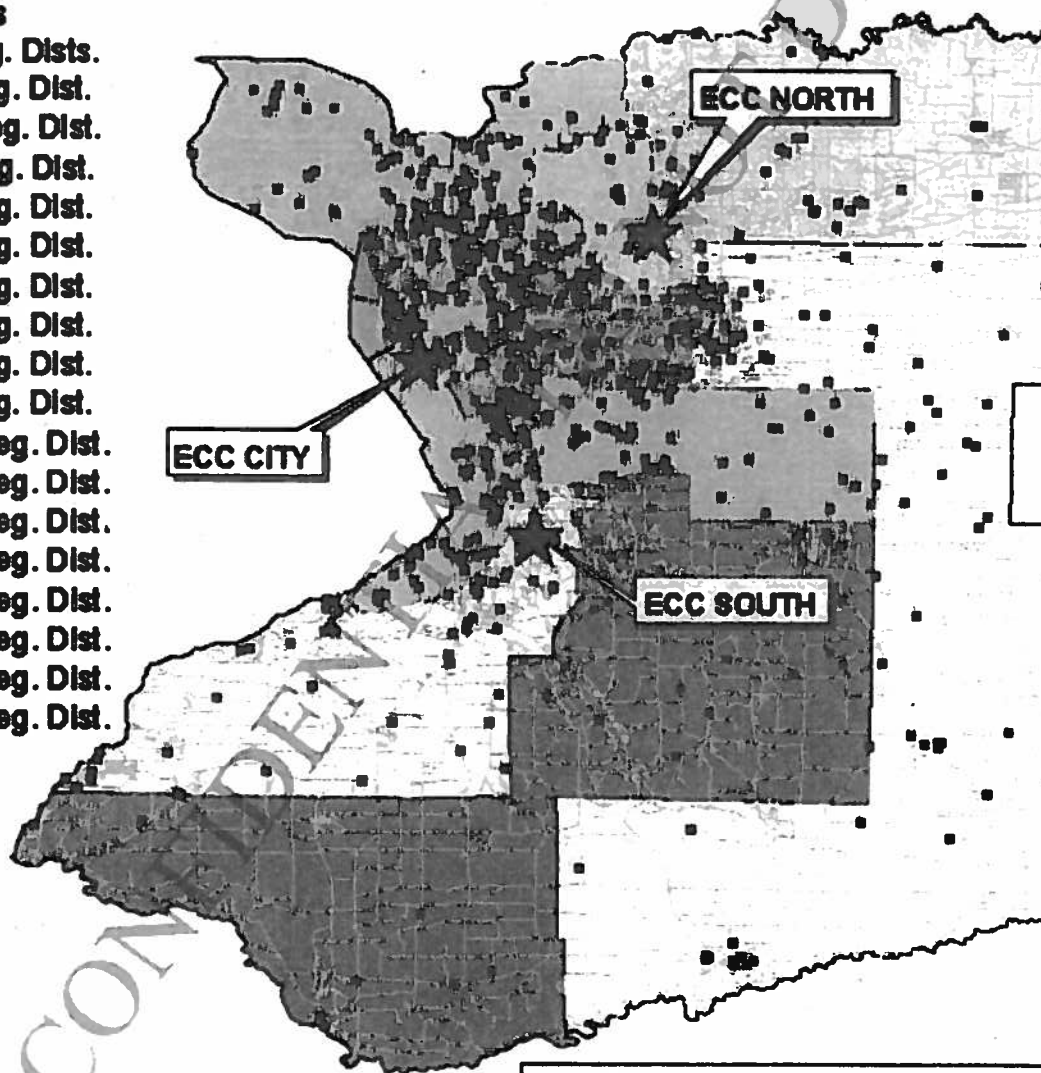
### Engineering & Technologies Students 2002

- City Campus - 55
- North Campus - 359
- South Campus - 396

### Streets

### Erie Co. Leg. Dists.

- 1st Leg. Dist.
- 2nd Leg. Dist.
- 3rd Leg. Dist.
- 4th Leg. Dist.
- 5th Leg. Dist.
- 6th Leg. Dist.
- 7th Leg. Dist.
- 8th Leg. Dist.
- 9th Leg. Dist.
- 10th Leg. Dist.
- 11th Leg. Dist.
- 12th Leg. Dist.
- 13th Leg. Dist.
- 14th Leg. Dist.
- 15th Leg. Dist.
- 16th Leg. Dist.
- 17th Leg. Dist.



CREATED BY ECC GIS CERTIFICATE PROGRAM  
APRIL 23, 2002; M. COURNEEN  
COURNEEN@ECC.EDU 716-270-2976

TOTAL ENGINEERING &  
TECHNOLOGIES STUDENTS = 810  
Curriculum Codes Mapped: 453, 493,  
495, 504, 517, 525, 535, 538, 540, 576,  
590, 592, 677, 699 and 1022



## **ACCESS FROM REGION**

Accessibility in the Western New York region is a study in contrasts. For those with automobiles, few regions in the country offer more convenient access. The area is well served with expressways leading into downtown Buffalo, and among the various suburbs. ECC campuses can be considered to be easily accessible from this standpoint. Public transit however is a very different story. Beyond the city and its first ring suburbs, access to public transportation is limited, both in terms of routes and the frequency of service. Neither the North nor South campuses could be considered easily accessible via public transit, although both can be reached via NFTA Bus routes. Consequently, any scenario for ECC that assumes easy access to the public at large must include either an urban venue, or provisions for dedicated shuttle busses to and from the urban core.

## **ANALYSIS OF FUTURE TRENDS**

For purposes of the section on ECC's Facilities we have used the following projections for the 2015 timeframe:

### **Population Trends**

- WNY's population will remain static, although the out flow of young people will slow.
- Sources in the Planning Division of Erie County project that over the next 15 years the geographic population center of Erie County will continue to move both to the east and north, with increased development in eastern and northern Erie, and southern Niagara Counties.

### **Economic Trends**

- The regions economy will grow somewhat stronger as New York State tax rates continue to moderate relative to national trends.
- Public spending at the State and County levels will continue to be limited, with priority given to public/private partnerships and regionalism/consolidation efforts.

### **Public Transportation Trends**

- Investment in public transportation will remain static, leaving WNY's transportation network dominated by private automobiles.

### **Educational Facilities Trends**

- Competition for students by post secondary institutions will continue to drive investment in facilities both regionally and nationally. The period 1996 – 2000 saw the largest capital investment in college facilities ever seen in this country for

a five-year period. It is expected to be eclipsed in 2001 – 2005. (APPA, Facilities Manager magazine, March 2001).<sup>8</sup>

- Facilities that cater to student well being (dormitories, athletic facilities and fitness centers, campus beautification) head the list of investment priorities followed by laboratory and science centers (APPA, Facilities Manager magazine, March 2001).
- SUNY's \$2.1 billion capital investment budgeted for 1998 to 2003 has been stretched to cover an additional year (2004). A similar investment commitment is expected to be followed for the period ending in 2009 or 2010.
- Canisius College has pledged to invest an additional \$80M in its Main Street campus and surrounding neighborhood (Buffalo News, March 3, 2002).
- Niagara County Community College (NCCC) has an \$11M capital improvement plan under construction, which includes a student services center.
- Buffalo States new student services center opened in the September 2001.
- Construction and even operation of campus residences by the private sector is now a well-established trend in the south and west. UB's last four residence complexes were built with varying levels of private development involvement.
- As the work force continues to adjust to a global economy, educational institutions will seek to differentiate themselves through the creation and marketing of "centers of excellence". ECC should be a leader in Western New York.

## **FACILITIES AUDIT SUMMARY**

The following is a summary of the Facilities Audit conducted by Wendel Duchscherer with recommendations for ECC to pursue relative to their facilities. (The entire audit titled, 'Phase 1: General Audit and Preliminary Valuation' appears under Tab III)

### **Existing Campus Investment Requirements**

What follows is a summary of information in the report.

#### ▪ North Campus

The North Campus was built in basically two phases. The first phase was comprised of an initial academic and administration building, built in 1953, followed by a library and athletic facility in 1958, and a student center one year

<sup>8</sup> APPA is The Association of Higher Education Facilities Officers. APPA is located in Alexandria, VA and is an international organization dedicated to promoting quality of educational facilities. Facilities Manager is published 6 times per year.



later. One decade after this first phase, two structures were added: an academic building (Kittenger Hall), and a service building for maintenance. With the exception of the Mary Lou Rath Child Care Center, no additions of major modifications have been made to the campus in the last 34 years. The buildings constructed as part of the original phase represent 84% of the current campus academic/administration configuration, and are now approaching 50 years old.

Consequently, the capital investment needed to deal with basic deterioration of ECC's physical plant is dominated by the condition of the North campus. Of the \$17 million identified as the cost of general rehabilitation for the campuses, the North Campus requires over \$14 million, or 82%. Since that campus represents only 42% of the total gross square footage of ECC, the disparity is even greater.

With the exception of the recently completed Day Care facility, all buildings are in fair to poor condition. In terms of immediate maintenance requirements, the areas requiring the most significant investment are: building envelope (especially windows and roofs), mechanical and electrical systems, and ADA compliance as it pertains to physical accessibility and services. In most of these categories, energy efficiency is a significant issue.

The campus's academic buildings, Bretschger and Kittenger, along with the Spring Student Center require the most significant investment (between \$26 and \$32 per sq. ft.). While the required investment in the Dry Library, Gleasner Hall and the Bell Sports Center and is somewhat lower (\$19 - \$23 per sq. ft.), in all cases, this investment would, from a programmatic standpoint, simply restore these facilities to their original condition (the exception being technology upgrades). In other words, the \$17 million investment identified would provide ECC with "mint condition" buildings of 1953, 1958 and 1968 vintage.

Given this current need for maintenance investment, coupled with significant changes in programmatic requirements over the 65 years ending in 2015, it is expected that a far more dramatic investment, amounting to a complete new build of the North Campus, would be required by the year 2015. We cite the model used by the State University Construction Fund in assessing investment in campus buildings. For the first 40 - 50 years of a campus building's life, capital investments are generally limited to building envelope, ADA and building system repairs or replacement. After that point, a programming study is finalized for the complete building, identifying major upgrades needed for the building to fulfill its roll in the current and future campus educational mission.

Based on efficiencies in layout and design, we believe the services currently being provided at ECC North Campus, without any economies of scale by the elimination of duplicate or low enrollment courses, could be provided for in approximately 85% of the square footage of the existing facility (450,000 sq. ft. vs. 526,355 sq. ft.). We estimate that, in today's dollars, this construction would average a minimum of between \$110 and \$130 per sq. ft., requiring a capital investment of at least \$50 - 60 million. Programmatic changes could further lower these figures.

450,000 sq ft

110  
2 49.5 m

130  
3 58.5 m

- South Campus

With the exception of the Vehicle Tech center and the Alumni House, this multi-building complex was built as a single project in 1972. It has been uniformly maintained, and is generally in good condition. Overall the South Campus requires an investment averaging only \$5/ S.F. to return it to its original condition. While only four years younger than Kittenger Hall on the North Campus, the fact that the entire South Campus was built as a single comprehensive complex has, in our estimation, increased its longevity as a programmatically appropriate facility.

Over the 15 year timeframe of the current study, we would recommend that a yearly capital budget averaging 1½% of replacement cost be dedicated to maintaining the South Campus in its restored (post investment) condition. This figure, approximately \$650,000, is the low end of the 1½% - 3% annual budget recommended by the APPA (The Association of Higher Education Facility Officers), the most respected national authority on college building and facility issues. This investment would be for capital needs only, including re-roofing, selective replacement of mechanical components, general building envelope repairs and replacement of interior finishes. For the South Campus, this would represent a total capital investment, over the 15 years, of \$9.75M in today's dollars. While the APPA recommends that capital dollars be budgeted on a yearly basis, a new or fully restored facility could be expected to see the majority of the capital dollars actually spent in the second half of the 15 year period.

By 2015, the campus buildings would be approaching 50 years old; at that point, planning should begin for a significant investment, in the next 15 year period, to effect physical improvements, driven by programmatic needs and replacement of building components that have exceeded their life expectancy.

- City Campus

The 100-year-old City Campus was completely renovated in the 1981 conversion from the old Post Office. Because of the age of the original structure, we would recommend that a yearly capital budget be calculated at a minimum of 2½% of replacement costs. Replacement however would be calculated as new construction, not reconstruction of the historic Post Office. The Flickinger Center could be budgeted at the 1½% level. For the City Campus, this annual figure would be \$750,000, or \$11.25M over the 15 years of the study period.

### **Campus Real Estate Environment**

Changes in regional growth have altered land use and land values of properties adjacent to each of the three campuses. While these changes may or may not have an influence on the future of each of the three campuses, they cannot be ignored in development of scenarios.

- North Campus

The 65 years that will have elapsed from the construction of the first buildings to the scenario target date of 2015 have, and will continue to transform the real estate environment of the North Campus. The original rural setting has succumbed to both residential and commercial development moving east from Williamsville, and west from Transit. This corridor between Main Street and Wehrle Drive, running from Transit Road west to the village of Williamsville, is one of the most active areas of commercial real estate development within all of Erie County; most of the commercial development in the immediate area has occurred in the last decade. As the pool of developable land in the Town of Amherst continues to shrink, real estate values in the area surrounding ECC North will grow.

The real estate appraisal commissioned as a part of this study concluded, "the highest and best use of the North Campus is continued use as a community college campus on an interim basis only. Major repairs to the buildings cannot be justified based on the current economic conditions and the changing character of the area." (Klauk, Lloyd & Wilhelm, Inc. report, page 12). KLW has valued the ECC North site generally at \$65 – 85,000 per acre. They have placed a higher value on the 20 acres at the corner of Main St. and Youngs Rd; their current estimate is \$75,000 to \$100,000 per acre.

- South Campus

From the perspective of the commercial growth, the area surrounding the South Campus has seen very little development over the past 30 years (KLW report, page 8); we have no reason to expect that this situation will change dramatically in the coming 15 years. While there has been some residential growth during the same timeframe, it has been at a far more modest level than Buffalo's northern and eastern suburbs. Office developments have also seen a low growth rate. KLW cite a 75 acre Uniland Development office park development nearby in the Town of Hamburg, which has remained vacant for the last eight years. During the same time frame, Uniland has developed several large projects in the north towns, which have absorbed rapidly (KLW Report, page 8).

KLW has established the current vacant land value of the South Campus at \$10,000 to \$15,000 per acre, or \$2.1M to \$3.2M for the entire 221-acre main campus. The 6.7-acre Auto Tech site is valued higher, at \$40,000 to \$60,000 per acre as vacant land (KLW report, page 9). However, the value of the South Campus as it is currently configured (as a community college) has been appraised by KLW as \$7M – 9M, far exceeding its value as vacant land. This valuation includes the existing main campus buildings, as well as the 112 acres considered necessary to support those buildings. The remaining 100 acres would still have a value as vacant land of \$10,000 to \$15,000 per acre. Consequently, KLW conclude, "On this basis, the maximally productive use of the South Campus is for the continued use of facilities located on the main campus in their present use." The exception to this recommendation is the Auto Tech Center, whose

value in use, \$1.2M to \$1.6M could be maintained through a sale as an automotive agency or general office warehouse (KLW report, page 10).

The one trend that could affect the value of the South Campus by 2015 is the potential consolidation of school districts, and consequent need for land and/or facilities. While WNY has not seen any school district consolidations to date, there are significant pressures to do so. Since the real estate evaluation of this site was completed in October 2001, voters in the Orchard Park School District (which includes a portion of the ECC South site) have turned down a proposition to build a new high school. This may create, in the near term future, a value for portions of ECC South that did not previously exist. However, at this time that value cannot be established.

- City Campus

Since its renovation in 1981, changes in the real estate environment of the City Campus have been generally negative. Consequently, there is no current or foreseen pressure for an alternate use of the property. Legally, its use as a Community College must continue until 2009 (KLW report, page 5). Alternate uses beyond 2009, if any, would likely have to be in the public sector, as the configuration of the building's upper floors limits access, resulting in an unattractive floor plate for commercial uses. The value of the two city campus sites as vacant land was established by KLW as \$4.2M to \$5.2M.

In addition to the specific recommendations based on the data from the audit, we have developed a series of preliminary facility scenario models and opportunities for ECC to consider in the coming years. While the recommendations are based on physical data concerning the condition of the existing facilities, the scenarios reflect a broader set of input.

The use of scenarios to help understand the potential future of an organization depends on an understanding of the financial, political and social environment that is likely to exist in the specified time frame. The degree to which that understanding is shared will govern the perception of the scenarios as plausible visions of a potential future.

As soon as possible, in-depth Scenario Models should be created to explore more fully a variety of facility options.

## **PRELIMINARY FACILITIES SCENARIOS**

### **Preliminary Scenarios**

In order to deal with the multiplicity of strategies developed through the Institutional Assessment, we have created preliminary scenarios. The goal of these scenarios is not to predict the future, but to present multiple futures without precluding other possibilities.

The five scenarios that follow are based on an analysis of the existing and anticipated environments presented above.

### **FIVE SCENARIOS**

In the descriptions that follow, a specific set of decisions is associated with each scenario. While these decisions are not interchangeable, numerous decision combinations could be accommodated within each scenario.

#### **Scenario No. 1 – Retention of Three Campuses; Redevelopment of the North Campus**

In this scenario, ECC would remain a three-campus community college. The next 15 years would see a redevelopment of the North Campus, while City and South Campuses would be maintained generally in their current configuration. Programs would be consolidated where possible, to avoid duplication of offerings and facilities.

##### **▪ North Campus**

As part of an effort to limit duplication of services and facilities, athletic fields at the North Campus would be eliminated, and consolidated at the South Campus. The buildings on the North campus require significant repair and rehabilitation. While renovation of the existing buildings is possible (and is described in another scenario), building configurations and the campus layout are clearly legacies of another era, and an unlikely match for current programmatic needs.

The elimination of the athletic fields would free up nearly 50% of the current site, and opens the door to a complete rethinking of the use and configuration of the 116-acre site. Because of the demand for real estate in this area, the potential exists to lease a portion of the site, generating a revenue stream for the County/College. Potential uses of the leased land include offices, mixed use development, or multifamily housing. While more planning would need to be done to establish a specific figure, a well-planned community college could be developed on 40% of the existing site, with another 30% devoted to passive and active recreation areas.

Nevertheless, replacing the 526,000 square feet of the existing campus would require far more capital than could be generated by a land lease of a portion of the site. Therefore, other avenues would probably need to be explored to reduce the initial capital investment. The recent construction of Niagara Falls High School, and the

expected development of six new schools in Buffalo, has established the potential for public facilities being built by the private sector. This scenario postulates the construction of a new North Campus by the private sector, through one or a combination of approaches, including sale/lease back, performance contracting and/or conventional development. In all cases, the private sector would build the facility for lease to the County/College for a specified timeframe, after which time ownership would revert to the County/College. One possible rebuild site for the North Campus could be on the UB Main Street Campus.

Specific programs to be housed at the rebuilt North Campus would depend on multiple factors. However, the development of "centers of excellence" at each campus would be an assumed starting point for programmatic decision-making. In this regard, the Allied Health program, with its dependence on labs and medical related technology, would benefit significantly if housed in the North Campus's new facilities. Conversely, the consolidation of all Allied Health programs at, and in conjunction with UB's Main Street Campus could be a component of a new, but downsized North Campus.

- South Campus

The move of all athletic fields to the South Campus could be the impetus to develop an enhanced sports complex at this campus. Most of the components of a complete athletic center are already in place; the primary element missing is an ice rink. Western New York generally, and the South towns area specifically, are under served by ice rinks. The potential exists for a public private development of a multi-rink facility on the South Campus. This would probably be at least a two rink complex, and perhaps as many as four, as a positive return on investment is more plausible in the larger complexes. This complex could be built as an autonomous facility anywhere on the South Campus, but would benefit the campus most if constructed as an addition to the existing athletic wing. This would allow a new, multifunctional lobby to be built serving all existing sports venues, significantly enhancing the existing facilities.

The construction of an enhanced athletic complex at the South Campus would support the growth of the new football program. It could also be the impetus to add resident housing to this campus. Student residence housing on community college campuses are a new but growing phenomenon. Additionally, the potential for a public private collaboration is most tested in this area, as there are several national firms that finance, build and, if requested, maintain and operate resident housing for colleges.

Given the available acreage at the South Campus, and a significant investment in the North Campus, there is no reason why the existing Vehicle Tech center should not be sold, and a new, integrated facility built on the North or South Campuses or an alternate site in conjunction with local auto dealers.

- City Campus

While this scenario does not envision significant growth of the City Campus, there are synergies that could be developed with other planned investments. The county is currently researching sites for a new County Public Safety Center, a significant component of which is a training venue. Construction of the facility in the immediate vicinity of ECC City Campus would allow the integration of both facilities and staffing between the two institutions.

### **Scenario Evaluation**

Advantages of this scenario include:

- New campus facilities would give ECC a competitive boost, and maintain viability of the entire college for the foreseeable future.
- Newly constructed buildings will be more energy efficient.
- Elimination of athletic field duplication
- Enhancement of athletic complex at South Campus
- New campus facilities constructed at minimal cost to taxpayer

Disadvantages of this scenario include:

- Perpetuation of three campus system continues duplication of some facilities, and presumably programs unless addressed on the academic side.

### **Scenario No. 2 – Consolidation and Growth at the City Campus**

In this scenario, consolidation of ECC would occur at the City Campus, with satellite locations retained at the North and South Campuses as well as at other points within the community.

#### **▪ City Campus**

To make this a viable option, the City Campus would need to secure more space in the downtown area. Additional space would be achieved either through acquisition or leasing. In either case, rehabilitation of neighboring buildings could act as a catalyst for the urban renewal of downtown. As noted in Scenario No. 1, synergistic development with other public institutions would allow the multiple investments required to have an impact far beyond that achievable were they constructed independently.

In addition to the County Public Safety Center mentioned above, institutional investments with strong synergistic potential include:

- SUNY's Educational Opportunity Center (EOC), which is currently looking for a new home.
- As job creation and investment facilitators, both the ECIDA and BEREC have goals that are compatible with ECC's work force development mission. While these institutions are currently housed elsewhere, a long-term scenario could see them integrated into an expanded City Campus.



- Both UB and Buffalo State have expressed interest in having the capacity to offer courses in a downtown venue. An expanded downtown regional educational center could provide an ideal venue.
- An existing County institution, the Central Library could find an extraordinary new life as a part of an expanded City Campus. With a major auditorium, an exceptional collection, and a mission significantly altered by both technology and demographic changes, the Central Library is an institution that could benefit itself as much as it could benefit ECC.

In terms of physical options for expansion, this issue has been examined previously for limited expansion (detailed recommendations for such an expansion are contained in the *Master Facilities Plan*, Section V. prepared by Nutter Associates Inc. in 1993). The consolidation of a significant portion of ECC downtown, in conjunction with the integration of some or all of the institutions noted above, would require a far more ambitious plan.

Expansion to the north was heretofore considered impossible, as the relatively new NFTA bus terminal blocked it. However, plans now under development for a multi-modal train/bus facility at Memorial Auditorium make the future of the existing bus terminal less certain. Were this facility to be abandoned, it is quite possible that the majority of it could be successfully incorporated into an expanded ECC, with the concourse serving as an atrium for newly constructed facilities along its perimeter (where busses currently load passengers). The block to the north of the NFTA facility is currently a surface parking lot; consequently, acquisition of the bus terminal could pave the way for a continuous campus expansion from the existing City Campus to the Central Library. To provide continuity and weather protection, the campus expansion would incorporate Minneapolis's +15 concept, a continuous network of bridges over existing streets.

Any substantial consolidation of facilities downtown would need to deal with the issue of athletic facilities. The Flickinger Center provides superb gymnasium and natatorium venues. While it would be possible to retain the athletic fields at the South Campus, their remote location would make this a weak solution. A more likely option would be the leasing of existing facilities, specifically Pilot Field (a county facility) and the Johnny B. Wiley sports complex (a city owned facility).

- South Campus

Portions of the South Campus would be retained as a satellite venue. As noted in the real estate appraisal completed by KLV Group, there are limited options for alternate use of the South Campus. Currently, the most likely option would include leasing or selling a portion of the campus to adjoining school districts for use as an expansion or consolidation site.

- North Campus

A portion of the North Campus would be retained as a satellite venue. In addition to providing the college with a satellite location, much of the campus could be available for alternate uses. Possible options could include:

- Parcels of the campus could be leased or sold to developers for construction of a mixed- use complex featuring multifamily housing, offices, and shops.
- Erie County could utilize a portion of the campus for other public or institutional uses.
- The County could choose to improve some of the green space for the surrounding community to use as a park or recreational space.
- Additional Satellite Sites

The consolidation of ECC on a single prime campus would increase the need to provide satellite venues at various locations in the community.

### **Scenario Evaluation**

Advantages of this scenario include:

- The City Campus is easily accessible by public transportation.
- One campus versus three will virtually eliminate duplication, increase efficiency and lower expenses.
- The downtown area would benefit from the renovations.
- The Green space at the North Campus could remain accessible to the surrounding community.
- Lease or sale of all or part of the North Campus provides the best market for an alternate use of space and therefore, the maximum revenue.

The disadvantages of this scenario include:

- Acquisition and rehabilitation of buildings will be a costly investment.
- The market for alternate uses of the South Campus is unproven, and may not materialize.

### **Scenario No. 3 – Consolidation at North & City Campuses**

In this scenario, consolidation of ECC would occur on the North and the City Campuses with a satellite location retained at the South Campus. The size and scope of this satellite could vary considerably, depending on factors beyond the scope of these scenarios. The balance of the South Campus would be leased, sold, or retained for other County uses. It is assumed that total square footage of occupied space would be reduced, as a result of efficiencies achieved through the elimination of duplication.

- North Campus

Buildings on this campus would require significant repair and rehabilitation, but this could be accomplished over a period of several years. Selective demolition of existing buildings should be considered as an option to renovation. Depending on the specific functions of the South Campus relocated to this campus, new construction

could be organized to infill gaps between existing buildings, creating a more weather sensitive environment for students. As new construction would likely be multistory, the existing site would be adequate to accommodate a significant percentage of the existing South Campus functions.

Reconstruction would allow retention of the most nostalgic aspects of the campus. Items to consider saving include the Erie County mosaic in Gleasner Hall, as well as much of the exterior stone trim and granite.

The athletic fields at the North Campus would need to be refurbished extensively. It is assumed that they would continue to serve as a resource to both the campus and the surrounding community.

▪ City Campus

The City Campus would need to be expanded to house some of the programs previously offered at the South Campus. Additional space would be achieved either through acquisition or leasing. In either case, rehabilitation of neighboring buildings could serve as a catalyst for additional urban renewal. As noted in Scenario 1, the integration or juxtaposition of other public institutions could have a dramatic effect on the impact of an expanded City Campus on the downtown area.

Both campuses are currently accessible by automobile and public transportation, though the frequency of service to the North Campus is limited. As an alternative to duplication of courses and services, public transportation could be augmented with shuttle service between the campuses.

▪ South Campus

As noted in the real estate appraisal completed by K LW Group, there are limited options for alternate use of the South Campus. Currently, the most likely option would include leasing or selling a portion of the campus to adjoining school districts for use as an expansion or consolidation site.

**Scenario Evaluation**

Advantages of this scenario include:

- Accessibility to both campuses via public transportation.
- Two campuses configuration would increase efficiency and lower expenses.
- Enhancements would improve environment and maintain viability for foreseeable future.
- Reduction or elimination of program duplication.
- Newly constructed buildings will be more energy efficient.

Disadvantages of this scenario include:

- The market for alternate uses of the South Campus is unproven, and may not materialize.
- The North campus has the most value as an alternate use site.

- Investment in new campus buildings will have a long life cycle cost pay back.

#### **Scenario No. 4 – Consolidation at South & City Campuses**

In this scenario, consolidation of ECC would occur on the South and City Campuses, with a satellite location retained at the North Campus. The size and scope of this satellite could vary considerably, depending on factors beyond the scope of these scenarios. The balance of the North Campus would be leased, sold or retained for other county functions. It is assumed that total square footage of occupied space would be reduced as a result of efficiencies achieved through the elimination of duplication.

- **South Campus**

Existing buildings will need to be renovated and expanded to house the programs previously offered at the North Campus. The goal in shifting North Campus programs would be to eliminate duplication, by offering specific programs at each campus.

The athletic fields at the South Campus would be refurbished and improved as necessary for use by the football team and campus at large.

- **City Campus**

The City Campus would need to be expanded to house some of the programs previously offered at the North Campus. Additional space would be achieved either through acquisition or leasing. In either case, rehabilitation of neighboring buildings could serve as a catalyst for additional urban renewal.

The City Campus is accessible by automobile and public transportation; the South Campus is accessible by automobile. Public transportation to the South Campus is extremely limited. As with the discussion of Scenario No. 2, public transportation could be augmented with a shuttle service between the campuses.

- **North Campus**

As noted in the real estate appraisal completed by the KIW Group, the North Campus offers the best option for an alternate use. Possible options could include:

- The campus could be leased or sold to developers for construction of a mixed-use complex featuring multifamily housing, offices, and shops.
- Erie County could utilize the campus for other uses, such as a Fire/Police training center or an expanded recreation venue.
- The college could keep portions of the North Campus as a satellite site for area specific programs, potentially the Police and Fire training programs.

## **Scenario Evaluation**

Advantages of this scenario include:

- Accessibility to both campuses via public transportation or a college shuttle.
- Two campuses configuration would increase efficiency and lower expenses, through reduction or elimination of program and facility duplication.
- Enhancements to remaining campuses would improve environment and maintain viability for foreseeable future.
- Lease or sale of the North could provide revenue stream to County/Campus.
- The Green space could remain accessible to the surrounding community.

Disadvantages of this scenario include:

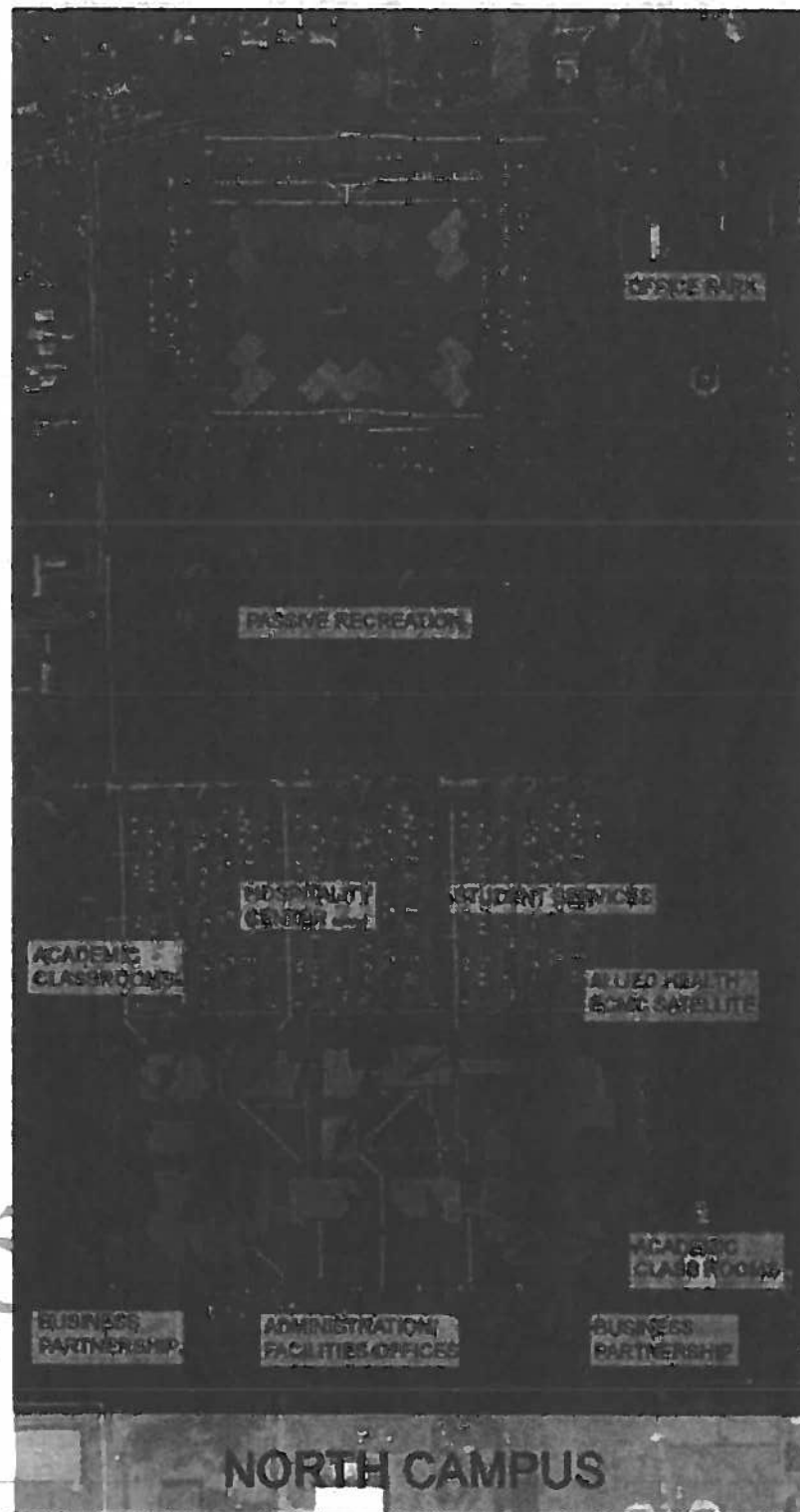
- Investment in rehabilitated campus buildings will be costly.
- The South Campus is not accessible by public transportation.
- Loss of the North Campus as a major venue would shift access to classes away from County population center.

## **Scenario No. 5 – Creation of a New Regional Community College**

This scenario has multiple options, and is the most difficult to depict as a static vision. The central event in this scenario is the selling of all or part of the existing North Campus, creating in its stead a new Western New York Regional Community College campus. This campus would be built to serve the new population center evolving as residential development continues in northern Erie County, eastern Erie County and Southern Niagara County. The scenario envisions the retention or expansion of the existing City Campus, and the retention or downsizing of the existing South Campus. The scale of each element in the scenario is not central to the vision. What is central is the notion that as residential boundaries converge, distinctions about what county a student resides in will be replaced by concerns about convenience, program and facilities.

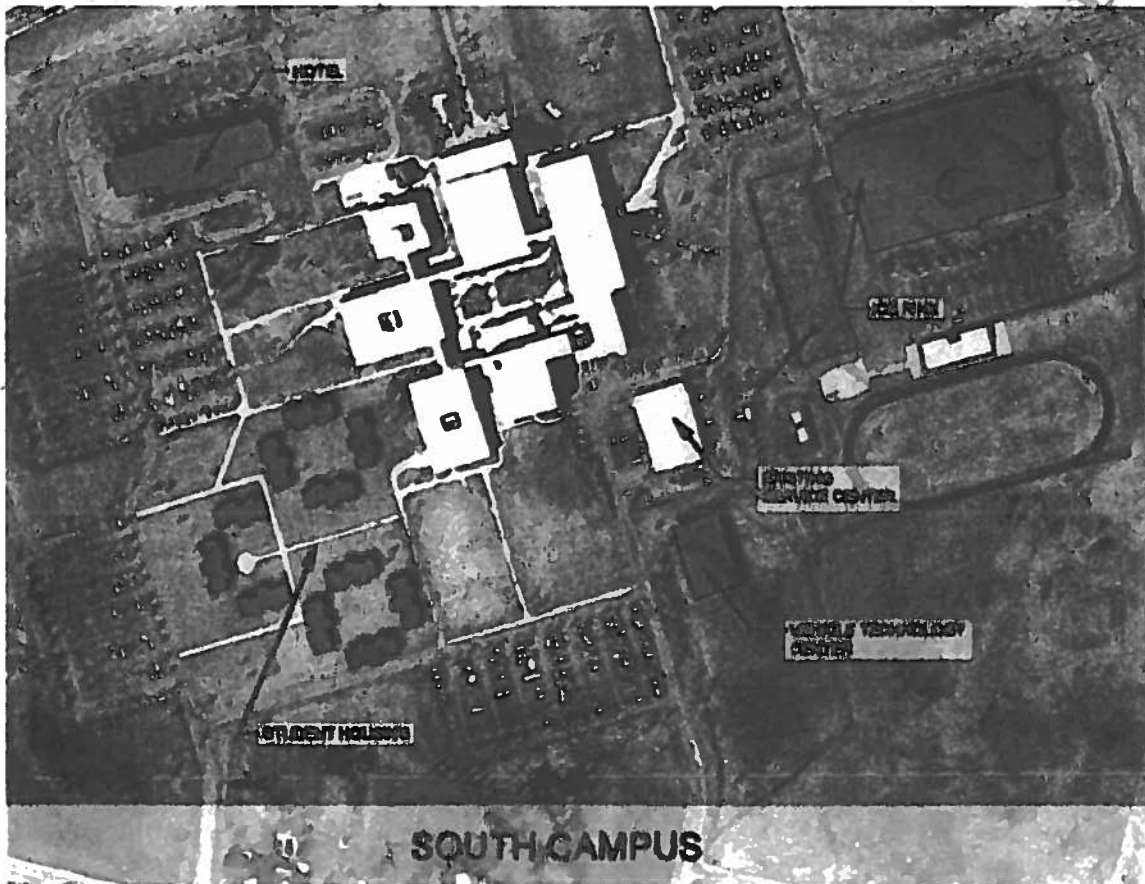
This scenario would continue the notion of 'centers of excellence' with the existing NCCC campus potentially housing a Travel, Entertainment and Tourism center (including the existing Culinary program), with the new regional campus focusing on Allied Health. The scale of both the new campus, and the retention of the south campus would be influenced by the availability of appropriate sites, and the potential to market the south campus. A new site that could incorporate athletic fields would offer convenient access to the largest concentration of prospective students. Depending on the site selected, it is possible that NCCC's existing fields, or new ones developed on that site, could be an acceptable venue for athletics.

**North Campus Aerial Scenario View**





**South Campus Aerial Scenario View**







**City Campus Aerial Scenario View**



